

Detailed Design Notes: 3-Day VSM-Day Two Future State

P' = Participant HO = Hand-out FC = Flip Chart PW = Participant Workbook

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Appendix:

- Implementation Excel Spreadsheet

CI-PRACTITIONER'S DETAILED AGENDA
DAY TWO OF 3-DAY VSM: FUTURE STATE

- 7:30-8:00 **Set-up and Prep for VSM**
 - Clean room
 - Practitioner Team “huddle” – review roles and development goals
 - Review current state calculations
- 8:00-8:30 **Start-up in VSM Teams**
 - Introductions as needed
 - Logistics and overview of day
 - Check-in
- 8:15-8:40 **Review & Analyze Current State**
 - Hand out spreadsheet
 - Divide p's and give them task
 - Round robin report outs and teaching points as appropriate
- 8:40-9:15 **Worksheet: identifying Wastes, Applying Lean Concepts**
 - Worksheet: Identifying Wastes, Applying Lean Concepts (PW p. 30-35)
 - Divide p's into small groups or trios
 - Round robin report outs and teaching points as appropriate
- 9:15-10:00 **Future State Mapping**
 - Assess overall flow
 - Worksheet: Future State Mapping (PW p.38)
 - Review charter as needed
- 10:00-10:15 **Break**
 - Meet with CI-practitioner team
- 10:15-12:00 **Future State Continued**
- 12:00-12:30 **Lunch**
 - Meet with CI-practitioner team
 - Assess where team is and make adjustments as needed
- 12:30-2:00 **Continue Future State Map**
- 2:00-2:15 **Break**
 - Meet with CI-practitioner team
 - Set-up for implementation
- 2:15-4:15 **Calculating Future State**
 - Worksheet: Calculating Future State (PW p.39)
- 4:15-4:30 **Wrap-up**
 - Summarize action items
 - Check-out
 - Appreciation

Time/Topic	Purpose and Method	Materials Resources
7:30-8:00 SET-UP AND PREP FOR VSM	<p><u>Purpose:</u></p> <ul style="list-style-type: none"> • Participants experience a well organized, confident, competent, and professional learning experience - all in service to enabling the team to accomplish their task and have a satisfying experience. <p><u>Methodology:</u></p> <ul style="list-style-type: none"> • Be sure room is clean, debris removed, and all materials and equipment organized for the day. • Meet with VSM staff/CI-Ps and review roles, responsibilities, and any development goals. • Review the Current State calculations (metrics spreadsheet) to assess if there is a need to highlight anything specific today. 	<ul style="list-style-type: none"> • HO metrics spreadsheet
8:00 – 8:15 START-UP IN VSM TEAMS	<p><u>Purpose:</u></p> <ul style="list-style-type: none"> • Clarify expectations and create a shared understanding of the direction for the day. • Continue developing as a team. • Reconnect with each other and the work of day one. <p><u>Methodology:</u></p> <ul style="list-style-type: none"> • Make any introductions that are needed (staff, observers, new participants) • Review safety exits, • Review Logistics (restrooms, breaks, lunch) • Review Day One • Preview today's agenda and outcomes • Check-in: One word or sentence (not a paragraph) about how you are doing as we start the day today (idea, feeling, observation, etc.) Whoever starts, we will go round-robin to the left until we have everyone checked-in. • Make note of any themes or patterns you noted during the check-in that could impact the work today. 	
8:15 – 8:45 ANALYZE CS METRICS	<p><u>Purpose:</u></p> <ul style="list-style-type: none"> • Practice using data to assess Current State process. • Reinforce the usefulness of collecting the data. <p><u>Methodology:</u></p> <ul style="list-style-type: none"> • If appropriate [based on how you ended day one] hand out the Current State spreadsheet (and flowchart if one is ready) and review with the team. • Ask team members to form trios and spend a few minutes analyzing the results. Tell them they have 5 minutes and then you'll be asking for a report out from each trio. • Trios report out and CI-Ps make teaching points as appropriate. 	<ul style="list-style-type: none"> • Metrics spreadsheet – HO (if it is ready)
8:45 – 9:30 WORKSHEET:	<p><u>Purpose:</u></p> <ul style="list-style-type: none"> • Recognize the Wastes in our current state process, and to apply Lean Concepts that are effective in reducing or eliminating them. • Practice working with the lean concepts. 	<ul style="list-style-type: none"> • Waste & Concepts in PW p. 30-36.

Time/Topic	Purpose and Method	Materials Resources
IDENTIFYING WASTES, APPLYING LEAN CONCEPTS	<ul style="list-style-type: none"> • Prepare to complete the Future State Map. <p>Methodology:</p> <ul style="list-style-type: none"> • Transition: before we move into creating the future state, we want to spend a little time working with the ideas that will help you to improve the process, and increase value to the customer. <p><i>(Note: Some p's will have done the reading assignment on Waste & Lean Concepts, others will not. This will give p's a chance to get on the same page, and reconnect with the work they did on Day One.)</i></p> <ul style="list-style-type: none"> • Review and discuss <u>The Eight Wastes</u> on PW p.31-32 and <u>Lean Concepts</u> on PW p.34-36. • Read <u>Worksheet: Identifying Wastes, Applying Lean Concepts</u> in PW p.33. • Divide p's into small groups, or trios depending on the size of the group and the size of the process being mapped. You may assign steps for p's to focus on or they can select steps themselves. • Give p's about 15 minutes to complete the worksheet. • Debrief in the large group, having each small group report out. • Provide teaching points as appropriate. • Ask p's: Does anybody have any questions about waste or any of the lean concepts outlined in the PW? • Respond as appropriate. 	<ul style="list-style-type: none"> • Worksheet: Identifying Wastes, Applying Lean, PW p. 30-36.
<p>9:30 – 10:00</p> <p>WORKSHEET: FUTURE STATE MAPPING</p>	<p>Purpose:</p> <ul style="list-style-type: none"> • To create a future state map that applies Lean principles, moves the State of Maine towards its BTC goals, and motivates individual and team commitment and enthusiasm <p>Methodology:</p> <ul style="list-style-type: none"> • Have the team look at the Current State as drawn, then (in preparation for mapping the Future State) ask about the overall flow: <ul style="list-style-type: none"> ➤ Does the flow of this process need to be changed? ➤ Does it make sense the way it is being done now? <p><i>(Note: The reason these questions are being asked is in case the flow just does not make any sense to the group at all. This gives them a chance to design a whole new flow before going through each step.)</i></p> <ul style="list-style-type: none"> • Read aloud <u>Worksheet: Future State Mapping</u> in PW p.39. • Review parking lot and assumptions. • Review Charter goals. • Create the Future State map under the Current State map by starting at the beginning of the process. • Now, with the Data Manager and the Team, begin to build the Future State on green data sheets, collecting measurements as each step is identified. • As team is working on each step, some helpful questions include: <ul style="list-style-type: none"> - Is this step needed? - Can it be simplified (or integrated)? 	<ul style="list-style-type: none"> • Green data sheets • Pink post-its • Red Kaizen bursts • Yellow post-its for notes

Time/Topic	Purpose and Method	Materials Resources
	<ul style="list-style-type: none"> - Are there Lean concepts we could apply (point to worksheet they completed on waste)? - Ask the 5 whys. - Refer to the notes (blue post-its and/or dots) from Current State Map and incorporate them into the process where it makes sense. <ul style="list-style-type: none"> • As they are doing this, ask the p's to also think about and identify if there is a change large enough to need a team to meet for a day or two in order to solve the problem or another process or issue external to (but affecting) this process that must be addressed. <ul style="list-style-type: none"> ○ Be prepared to briefly explain Lean improvement methodologies/tools & what a Kaizen is and how it differs from a VSM. • Ask them to briefly name these on red Kaizen (rapid improvement) burst sheets and have the Data Manager place each burst above/below the appropriate step(s). 	
10:00 – 10:15 BREAK	<ul style="list-style-type: none"> • Meet with your practitioner team. Elicit feedback and make any course corrections. 	
0:15 – 12:00 FUTURE STATE CONT'	<p><u>Purpose:</u></p> <ul style="list-style-type: none"> • Continue the momentum and build commitment. <p><u>Methodology:</u></p> <ul style="list-style-type: none"> • Same as above. 	
12:00 – 12:30 LUNCH	<ul style="list-style-type: none"> • Meet with the staff. Elicit feedback and make any changes to improve the experience for the team. • Assess where the team is and adjust afternoon time frames accordingly. If needed, prep the VSM manager to begin thinking about the report to the sponsor that will happen at the end of the day. 	
12:30 – 2:00 CONTINUE FUTURE STATE MAP	<p><u>Purpose:</u></p> <ul style="list-style-type: none"> • same <p><u>Methodology:</u></p> <ul style="list-style-type: none"> • Same 	
2:00 – 2:15 BREAK	<ul style="list-style-type: none"> • Meet with your staff. Elicit feedback and make any course corrections. Set-up for implementation. 	
2:15 – 3:00 FINISH FUTURE MAP	<p><u>Purpose:</u></p> <ul style="list-style-type: none"> • same <p><u>Methodology:</u></p> <ul style="list-style-type: none"> • Same 	
3:00 – 4:00 CALCULATE FUTURE STATE	<p><u>Purpose:</u></p> <ul style="list-style-type: none"> • Measure the projected improvements from current state to future state. • Reinforce the value of using data when identifying improvement opportunities. <p><u>Methodology:</u></p> <ul style="list-style-type: none"> • Same as Current State. See Day One Detailed Design. • Read Worksheet: Calculating Future State in PW p.45. 	<ul style="list-style-type: none"> • Worksheet: Calculating Future State

Time/Topic	Purpose and Method	Materials Resources
	<ul style="list-style-type: none"> • When completed, review the difference between the CS and FS. 	
<p>4:00 – 4:30</p> <p>WRAP-UP & ADJOURN</p>	<p><u>Purpose:</u></p> <ul style="list-style-type: none"> • Acknowledge the work completed and give appreciation to each other. • Invite p's to prepare for Day Three. <p><u>Methodology:</u></p> <ul style="list-style-type: none"> • Practitioner summarizes work completed and action items for next session. Asks team to think about how they would actually get from the Current State to the Future State – what would have to be done. • Check-out: Round robin, ask p's to give a word or a sentence about what they appreciate about the work <u>the team</u> has completed over the past two days. When the last person has spoken, you will be adjourned. 	

Questions to Consider in Developing the Implementation Plan

- ❑ What are the changes being proposed?
- ❑ Which changes should be implemented first?
 - Which problems/changes are priorities for OCFS? For the Child?
 - Which changes address key organizational goals?
- ❑ What specific actions/activities must be taken to bring them about successfully?
- ❑ How will the changes be implemented?
- ❑ Who is the staff person responsible for implementing the change successfully – who has the commitment, authority, influence, and time to assure implementation, to remove barriers to change?
- ❑ What are the measures needed to determine if the changes are successful? To determine if they're actually improvements?
 - How will it be determined if the changes are seen as actual improvements by the child, the adoptive parents, and by staff?
- ❑ How will input from clients, staff, and external sources be obtained regarding possible improvements, best practices, etc.
- ❑ How will any adjustments be made to the proposed changes if they are found not to work or to be actual improvements after all?
- ❑ Are there any significant problems related to this process that must be addressed in order to get to the future state for this process?
- ❑ Are there any changes, barriers, other processes, or issues outside this process that must also be addressed in order to get to the future state for this process?